**CORPORATION BOARD MEETING**

**CONFIRMED MINUTES OF THE MEETING HELD ON TUESDAY 26 MARCH 2019 AT 5.30 PM, ROOM D21A, CCN, IPSWICH ROAD, NORWICH NR2 2LJ**

**Present:**

Andrew Barnes (Chairman), Corrienne Peasgood (Principal), Jill Lanning, Noel Bartram, Andrea Blanchflower, Luke Mitchell, Nikki Gray, Emily Staley

**Attendees:**

Jerry White (Deputy Principal), Julia Buckland (Vice Principal, FE Curriculum and Quality), Helen Richardson-Hulme (Assistant Principal, Director of Student Services), Jacky Sturman (Executive Manager), Sue Millions (Administrator)

1. **Student Voice**

The Board welcomed three students to the Board Meeting; two of whom are studying GCSE Psychology and Biology and the other is a second-year student at Paston College.

The Paston student highlighted that the merger had been a well-managed transition and students were adapting to change. It was noted that only having two lessons per day, one in the morning and one in the afternoon, was more productive but interaction between students is less. The student welcomed the new café and the new catering arrangements. She agreed that being part of the Student Union had helped the transition for her. A few students are still experiencing transport issues and Jacky Sturman informed the Board that staff were aware of these issues.

Both students studying their GCSE’s are mature students, and both stated that they really enjoy the College atmosphere, with excellent teaching and friendly staff.

Both raised the issues of security at night – it was noted that the college complex is open throughout the time lessons are taking place but that easy access, particularly on an evening could put isolated students at risk as security and staff are less at this particular time of day.

It was requested that additional evening courses are made available to mature students, e.g. counselling courses, (these are run at both Lowestoft and Ipswich), introduction to plumbing and mechanics.

It was also noted that the public transport from South Norfolk has changed recently and the buses do not travel into Norwich, via Ipswich Road, but now travel along Hall Road. This is an issue for students, particularly late at night. A petition was set up and sent to First Counties buses, but no action was taken. It was agreed that the College would liaise with the Transport Coordinator to see if there is anything more that can be done.

All students also requested that Starbucks is made more accessible to students after 4.00 pm. The notice states that the café is open until 7.00 pm, but cleaning is usually taking place, with chairs on tables, a lot earlier than the closing time. As a large number of evening class students arrive on site straight from work, it was also requested that perhaps hot food could also be served. It was agreed that the General Manager from Edwards and Blake would be contacted to ensure hot food is available and a warm welcome is made for all students until 7.00 pm.

It was noted that Paston has one member of staff who is available to help with Well-Being and Helen Richardson-Hulme informed the Board that to ensure the right level of support is available to all students she will be visiting the Paston site later this week.

It was also noted that the girl’s toilets on B level are not very clean by the end of the College day but a number of students are on site until late into the evening.

The Chair thanked all three students for their positive feedback and ensured them that the Board would follow up on their concerns.

**Action 1: Transport Coordinator to ask to investigate the change of route for the Harleston to Norwich service (JS).**

**Action 2: General Manager of Edward and Blake to be asked to serve hot food and make the café available to students until closing time (JS).**

1. **Apologies for Absence**

Apologies were received from Ian Webb, Denise Troughton, Bree Sherwood and Travis Plane.

1. **Declaration of Interest**

There were no new declarations of interest received at the meeting.

1. **Minutes of the Meeting held on 5 February 2019** (Paper 02)

The minutes of the meeting held on 5 February were agreed as a true record of the meeting and signed by the Chairman.

1. **Confidential Minutes of the Meeting held on 5 February 2019** (Paper 03)

The confidential minutes of the meeting held on 5 February 2019 were agreed as a true record of the meeting and signed by the Chairman.

1. **Matters Arising from the Previous Minutes** (Paper 04)

Action 5 (Board 6): *The Principal will contact Nikki Gray and await feedback from Toby Wilson and Mills and Reeve.* *Nikki Gray has joined both the full Board and Curriculum and Standards Committee. The Principal continues to liaise with Toby Wilson. Toby Wilson will join the main Board and Business Committee and a further Governor will be sought with possible property management background. Governors are asked to forward the names of any possible appointments to the Principal.* The Principal informed the Board that further discussions have taken place regarding Board vacancies at last week’s Business Committee Meeting and possible contacts are being investigated. Nikki Gray informed the Principal that she is aware of one induvial who may be interested in joining the Board, who has financial experience. The Principal agreed to discuss the possible Governor with the Chair. **Action on-going.**

Action 1 (Board 1): *Jerry White to discuss CCN’s IT Review Strategy with Mark Barry, Director of IT at the UEA. Jerry White informed the Board that he has contacted Mark Barry, who is very keen to share ideas and challenges, and arrangements will be made to meet in the new year*. The Principal informed the Board that the College’s Mission Statement has being reviewed and a paper will be prepared for the next Board Meeting taking place on 26 March 2019. Action completed.

Action 1 (Board 3): *Agenda, previous minutes and any papers already received, will be published by lunchtime on the Thursday before any Committee or Board meeting. Action completed.*

Action 2 (Board 3): *Minutes of all previous meetings are to be published even if they are still in draft format (not been seen by the Chair), with the relevant watermark added (Draft, Unconfirmed, etc).* Action completed.

Action 3 (Board 3): *Papers to be uploaded to Passageways as and when they come through and everyone was asked to make a concerted effort to get papers to the Governance Team, before the final publication day, on time.* Action completed.

Action 4 (Board 3): *Jacky Sturman to check if the Governance Team can amend the book title to 1, 2, 3, etc as and when a new paper is added.* It was noted that this function is not available on Passageways, however, an email notification is received when additional papers have been uploaded. Action completed.

Action 5 (Board 3): *The Principal to ascertain as to whether there are any plans to refurbish the local underpass.* **Action on-going.**

Action 6 (Board 3): *PRP paper proposing how the College will adopt and comply with the new PRP code will be carried forward to the next meeting taking place on 26 March 2019.* Please see agenda item 16.1. Action completed.

Action 7 (Board 3): *The Principal to forward the presentation to Sue Millions for uploading into Passageways.* Action completed.

Action 8 (Board 3): *Jacky Sturman to forward the AoC Governance Executive Summit agenda to all Governors, via email. It was noted that Noel Bartram is attending the Summit.* Action completed.

Action 9 (Board 3): *PRP payment - action from confidential minutes*. Action completed.

1. **Chairman’s Remarks**

The Chair informed the Board that he recently attended the Chairs’ Leadership Course at the Oxford Business School.

He explained that around 25 Chairs from FE institutions attended a well led course, which focussed on strategy and a lot of analysis took place regarding dynamics, agendas, reputational risk, etc. He agreed that the time spent discussing strategy made him more aware of how to use time and the best value for outcomes which the College would like to achieve. Consideration of future needs and the delivery in five years’ time and beyond were also raised. It was unanimously agreed that the Board should focus more on strategic risk and have a better understanding of the key benchmarks as a good solid foundation allows more emphasis on other things.

The question was asked if the course may bring about the potential change to the Terms of Reference and the Chair agreed that himself and the Principal will discuss this, going forward.

Following lengthy discussions, it was agreed that a potential full working day be put aside for all Governors to discuss strategic issues. It was noted that new intervention regime will be put in place from 1 April 2019 and this could be part of the strategic session in the summer term.

**Action 3: The Principal to work out the practicalities for a strategic planning day with all Governors and suggested dates will be provided as soon as possible. (CP/ AB / JS).**

1. **Section A – papers in Section A are for discussion and decision**
   1. **Chair’s Summary of Curriculum and Standards Committee** (Paper 05)

The content of the Curriculum and Standards Committee Report highlights the issues featured in their recent discussions and the full content of the report was noted.

Governors were informed that the Committee was introduced to the College’s Teaching Excellence Framework metrics, which is a nationally produced HE dataset that underpins the Office for Students TEF assessment methodology. Areas of strength (destinations of our students) and areas requiring improvement (student satisfaction measures) were discussed. The Curriculum Link Governors are becoming more familiar with and gaining a better understating when visiting areas within the College.

The work the College has undertaken to start the development of a thorough and comprehensive cycle of activities to ensure Office for Students registration conditions are met is being reviewed on an annual cycle to keep up-to-date with changes.

Jerry White informed the Board that the Curriculum and Standards Committee had tasked him with finding the definition of a local student and it was noted that the definition of a local student is “Students whose home address is within the same Travel to Work Area as their location of study”. The map of the travel to work area was shown and it was noted that CCN has 62% local students. This percentage is high in comparison to other Norfolk and Suffolk institutions.

Full details of all discussions can be viewed within the Unconfirmed Minutes from the Meeting held on 5 March 2019. Please see agenda item 10.1.

Governors asked why the full papers from the Curriculum and Standards Committee had been included in the pack and it was confirmed that the papers were provided for reference only and as a Board, Governors could collectively see the underlying data and peruse it fully, if required. To this end it was suggested that a link be included within the summary rather than papers attached, so if further clarification or understanding is needed, Governors can read the documents.

It was suggested that a quick guide could be made available to ensure Governors crystallise more critical things and the Principal agreed that the key points will be made available to them within the summaries and links provided so all information is available.

The full content of the Curriculum and Standards report was noted.

**Action 4: The Principal and Clerk to review the production of papers for the Board (CP / JS).**

**8.1.1 TLA Report** (Paper 06)

The TLA Report was previously circulated to all Governors for information.

**8.1.2 Quality Report**  (Paper 07)

The Quality Report was previously circulated to all Governors for information.

**8.1.3 HE Report** (Paper 8)

The HE Report was previously circulated to all Governors for information.

**8.2 Chair’s Summary of Business Committee**

**8.2.1 Management Accounts including Emerging Picture** (Paper 9)

The Chair informed the Board, that as Chair of the Business Committee, they had reviewed, in detail, all papers prepared for their meeting and the following detail was highlighted:

* Operating surplus for the month January 2019 - an adverse variance of £182k.
* It was noted that staffing costs are at a high level of spend during this period. The adverse variance is being reviewed.
* Information has been provided to allow management to analyse the financial position in detail and it was agreed that pay will be the focus going forward.
* The emerging picture was explained and it was noted that currently the income is settled, apprenticeship delivery is buoyant, tuition fees have levelled out and agency cover and payroll continue to be the pressure points. It was noted that the Business Committee has agreed that remedial action is needed to ensure the figures become favourable going forward and it has been agreed that a two-fold challenge is needed to make savings on agency staff and the core payroll.

**8.2.2 Cash Flow**

The CCN cash flow forecast was presented as previously circulated and the full content noted for information.

**8.2.3 Gender Pay Gap Report** (Paper 10)

The CCN Gender Pay Report was presented as previously circulated, received and noted.

Jerry White informed Governors that all organisations employing 250+ staff are required to publish statutory calculations each year which illustrate the pay gap between male and female employees on their websites. All the data in the report is based on the snapshot date of 31 March 2018 and calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The report will be published on the College website and include a comprehensive narrative which explains the gender pay gaps.

It was noted that no member of staff is paid differently because of their gender at CCN, in any role. There are currently 780 paid staff, 510 who are female and 270, male.

The additional narrative informs on the wide range of working staff to provide clarity on the median gap of 27.49%. It was noted that the Business Committee had asked what the target gap should be, and it was agreed that it will be realistic to be nearer 25% and it was agreed that 30% would be unacceptable.

It was noted that the College will be advertising in a variety of media to showcase roles that currently do not attract many male candidates to make the information more real, e.g. Nursery Nurses, Kitchen Assistants, etc.

The full Board agreed to approve the Pay Gap Report as of 31 March 2018.

**8.2.4 Managed Print Tender** (Paper 11)

The Manage Print Tender was previously distributed and the following highlighted:

* The Manage Print Tender was formally agreed by the Business Committee for full approval by the Board at today’s next meeting.
* It was explained that a tender for a Managed Print Service for TEN Group organisations using the Crescent Purchasing Consortium framework (CPC) is currently underway and the agreement on the CPC framework demonstrates excellent value for money, has standard terms and conditions for all suppliers and is also recommended to academies by DFE.
* The current contract value is approximately £700,000 over a 4-year term including a further 6 months of variable charges. This includes CCN, Attleborough, Fakenham and Wayland Academies.
* It was noted that the Director of IT wishes to grant a 4-year contract with option to extend to 5.
* The Invitation to Tender document was issued on 21 January using the CPC’s tendering service and the tender closed on 18 February. Both Konica Minolta (incumbent supplier) and Ricoh attended to present their solutions on 7 March and the Evaluation Panel agreed to go with the current incumbent and the new managed print solution will save 17-21% on the cost of the previous solution over its life.

Following discussion, the full Board formally approved the Managed Print Tender, which was signed by the Chair.

**8.2.5 Network Infrastructure Project** (Paper 12)

The Network Infrastructure Report was previously distributed and the following highlighted:

* The Network Infrastructure capital project was formally agreed by the Business Committee for full approval by the Board at today’s next meeting.
* It was noted that following a successful tender process, three valid responses were received from three different suppliers, proposing different solutions. It was noted that whilst the three solutions were all fit for purpose, only one demonstrated the best value for money.
* The winning bid is over £100,000 below the nearest solution cost and the winning bidder, SwitchShop, is also partnered with our incumbent manufacturer, HPE.
* The winning bidder shows a significant reduction on the budgeted £250,000 of around £35,000.

Following discussion, the full Board formally approved the Network Infrastructure capital project, which was signed by the Chair.

**8.2.6 Cleaning Contract Extension** (Paper 13)

The Cleaning Contract Extension was previously distributed and the following highlighted:

* The Cleaning Contract Extension was formally agreed by the Business Committee for full approval by the Board at today’s next meeting.
* The current cleaning contract between Norfolk Educational Services and Churchills Contract Services commenced on 1 September 2016 and the initial contract length was for three years, thereby expiring on 31st August 2019. The contract allows for an extension for a further period of one year plus one year should the Group consider that the Contractor has achieved all service and performance standards during the duration of the contract.
* It was noted that Churchills have improved their performance and it is much better than it was and is generally good. Churchills are also cleaning at Paston since November 2018.
* It has been suggested that the anticipated extension will commence on 1st September 2019 and run for 1 year, expiring on 31st August 2020, with possibility of extending for a further 1 year.
* The extension was formally agreed by the Committee for full approval by the Board at their next meeting.

Following discussion, the Full Board formally agreed the extension to the Cleaning Contract, which was signed by the Chair.

* 1. **Strategy Update and Mission Statement Review**

Strategy Update - the Principal informed the Board that the College is looking to start the process of reviewing their Strategy ready for September 2020 but it has been agreed that discussions are currently underway for a possible merger it was agreed that the process would be put on hold. As discussed under agenda item 7, a potential full working day be put aside for all Governors to discuss strategic issues.

Mission Statement Review – following a meeting of the Creative Excellence Team, it was suggested that the mission statement be changed to include: “…. and securing futures”.

The Board were totally in agreement that this addition encapsulates what CCN is all about.

**8.4 Fees Policy** (Paper 14)

The CCN Fees Policy was presented as previously circulated, received and noted.

Jerry White informed the Board that the purpose of the revised policy is to set out the key fee rates of the 2019/20 FE course fees and eligibility statement to provide for effective advice and guidance to be provided to students for the upcoming academic year. In addition, the paper also proposes the 2020/21 HE fees in order that they might be published in a timely fashion and can inform funding body submissions required by HE funding bodies. It was noted that there are no changes to FE funding body rules for consideration this year in proposing FE fees. It has been a long-standing practice of the college that inflationary increases should be applied to categories of fees where the market allows this to happen. The current Consumer Price Index figures as of November 2018 was 2.2%, therefore a fee increase of 2.5% is proposed.

The 16 proposals were discussed in detail by the Business Committee and the recommendations suggested for full Board approval were discussed. It was noted that those highlighted Green were approved and those highlighted Amber, challenged.

Please see agenda item 8.4.1.

**8.4.1 Alternative Fee Proposals** (Paper 15)

The alternative fee proposals, following the Business Committee discussions, were presented as previously circulated, received and noted and the following agreed:

Following discussions, Proposals A-C were unanimously agreed.

Proposal D-F - the question was asked as to how the College can justify a 2.5% increase when the consumer price index is around 1.8%. Jerry White informed the Board that he does recognise the inflationary pressures, but the increase is what is agreed with awarding organisations. It was agreed that Jerry White would look at what other awarding bodies are doing and reflect the challenge. It was agreed that even a 5% increase can still be competitive.

Proposal G - following discussion, it was agreed that the Nursery is in a competitive market position, so it unanimously agreed that there would be no fee increase for 2019/20.

1. **Section B – papers in Section B contain routine recommendations**

**9.1** **TEN Group Update** (Paper 16)

The Principal informed Governors that the TEN Board have requested a report from CCN at each of their Board Meetings and it was agreed that the Report will be provided to all CCN Board members, for information.

The Principal previously circulated the report which was provided for the TEN Board Meeting at their meeting held in February 2019.

The Principal will provide a paper for the TEN Board, for their next meeting taking place on 1 April 2019, to include an update on the successful LEP bid and the submission to FEC team to merge with Easton College.

It was noted that Governors have no additional information to report to the TEN Board.

**9.2 Student Voice Report** (Paper 17)

The Student Voice Report, produced by Luke Mitchell, was previously circulated to all Governors to provide them with an update of the Student Union and the following was highlighted:

The full proposed change to the SU Officer Structure was discussed at length and the Board agreed to formally agree the motion proposed by the Student Union.

Student Union Elections are currently underway and a new President will be elected on 29 April 2019.

QSU Verification- Senior Institution Staff Members Meeting is taking place on 3 April 2019 and both Andrew Barnes and Jill Lanning will be attending.

The full content of the report was received and noted.

**9.3** **Well-Being and inclusion Report** (Paper 18)

The Report informs Governors of safeguarding, wellbeing and equality, diversity and inclusion matters relating to staff and students throughout the year and the full report was received and noted. The report provides Governors with an update of the work undertaken recently.

The Chair thanked Helen Richardson-Hulme and her team for their excellent work regarding the reaccreditation assessment.

The full Safeguarding and Wellbeing report was formally reviewed, and the full content noted.

**9.4 Governance Matters**

There were no additional matters discussed at today’s meeting.

**9.5 5 Minute Training Update on Education, Health and Care Plans** (Paper 19)

The PowerPoint presentation was uploaded and presented by Jerry White and the following highlighted:

* The presentation highlighted how the local system works. Education, Health and Care Plans (EHCP) are mainly educationally driven and cover all three areas mentioned.
* The guidance outlines a 20 week timeline from request to completion, but it was noted that less than 20% are been finalised within this timescale.
* ECHP numbers are increasing and Norfolk is currently above the national average. CCN have 274 EHCPs in place, and allocated funding for 209. This figure has risen from 338 in 2015/16.
* Annual reviews must be completed for every student with an EHCP, which amounts to around 15 reviews per week.
* It was noted that all detailed reports are reviewed regularly by the Curriculum and Standards Committee.

The full content of the presentation was noted.

1. **Section C – paper in Section C are for information only**

**10.1 Minutes from Previous Committee Minutes**  (Papers 20-22)

The unconfirmed minutes from the Business Committee Meeting which took place on 22 January 2019, the unconfirmed minutes from the Curriculum and Standards Committee Meeting held on 5 March 2019 and the draft minutes from the Audit and Risk Committee Meeting were previously circulated and the content noted.

**10.2 Student Forum and Student Parliament Update** (Papers 23-27)

The minutes from previous Student Forum and Student Parliament Meetings were uploaded for information.

The full content of the minutes was noted.

1. **Staff Forum Minutes** (Paper 28)

The Staff Forum Minutes, from the meeting which took place on 12 December 2019, were previously circulated for information and the full content was noted.

1. **Other Urgent Business**

The Principal informed the Board that IT testing took place on 20 February 2019 in an attempt to recreate the recent power outage and understand the reasons for it. Various combinations of testing were carried out and as a result, although only five years old, the UPS battery was replaced. Two IT relays were found to be faulty and replacements have been ordered. It was agreed that overall, it was a positive day, which also gave those staff on site a complete “system free” day to carry out housekeeping duties. It has been agreed that this process will be conducted on an annual basis and added to the Risk Register as a high risk.

Digi Tech Building – the LEP Board are meeting tomorrow morning to finalise details of the bid and Press Release has been prepared for release. The Principal formally thanked both Jerry White and Jon Bonham for their efforts in securing funding for the project.

Easton College Merger Update - the College submitted their required 10,000 word tender by the 18 March 2019 deadline. Between the 18 March and 1 April, the bids will be scored and on 1 April two to three bids will be taken forward to the presentation process on 25 April 2019. The Principal informed the Committee that as part of the process of developing the submission, she has met with the Easton and Otley Finance Director, Director of Estates, management team and the Deputy FE Commissioner and a significant number of stakeholders. The final decision will be made by the Minister of State and the Colleges’ Governing Body.

Fire Marshall training is on-going and all Dardan staff are fully trained should any areas need additional Fire Marshalls.

1. **Principal’s Meeting Summary**

The Strategic Aims and Success criteria were discussed and the Principal agreed to complete a report on all strategic aims and success criteria discussions which have taken place this academic year.

**Action 5: The Principal to prepare a report on all strategic aims and success criteria discussions which have taken place this academic year (CP).**

1. **Items to be Shared with TEN Board**

There were no additional matters to be shared with the TEN Board, apart from those mentioned under agenda item 9.1.

1. **Confidentiality**

Please see the confidential minutes with regard to agenda item 16.1.

1. **Confidential Items**

**16.1 Adoption of Code of Governance / Annual Remuneration / PRP Review** (Papers 31-32)

Please see confidential minutes.

**Luke Mitchell, Emily Staley, Jerry White, Julia Buckland, Helen Richardson-Hulme and Jacky Sturman were not in attendance for the confidential items discussed.**

**Date of Next Meeting**

The next CCN Board Meeting is scheduled for Tuesday 21 May 2019 at 5.30 pm in D21a.

All business having been concluded, the meeting was closed at 8.15 pm.

**Signed ………………………………………………….. Date ……………………… (Chairman)**